

## **Indicators of enterprise economic security management effectiveness**

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Enterprise security in its broadest sense comprises all organizational actions required to ensure freedom from danger and risk and precautions taken to guard against crime, attack, sabotage, espionage, accidents, and failures. To ensure effective functioning of enterprise the system of its economic security should be well organized and managed.

Security management issues are researched by Ukrainian and foreign economists, such as: M. I. Zubok, O. A. Kyrychenko, V. I. Yarochnik and others, who treat the necessity and main approaches to enterprise economic security system organization and management. Nevertheless, focus is usually on enterprise security system organization, and indicators of its effectiveness are not covered.

All functions and business unit leaders within the organization understand how security serves as a business enabler. They understand that their performance with respect to security is measured as part of their overall performance. The basis of enterprise security system organization should be the following:

- Security must be integrated into enterprise functions and processes. These include risk management, human resources (hiring, firing), audit, disaster recovery, business continuity, asset management, change control, and IT operations. Security should be considered as part of new project initiation and ongoing project management and during all phases of any system-development life cycle.

- While the security function has a close working relationship and interdependency with IT, security should not be viewed solely as an IT responsibility.

- All personnel who have access to enterprise networks must understand their individual responsibilities for protecting and preserving the organization's security condition.

The following rules of enterprise security system organization and management can be used as indicators to assess its effectiveness:

- Security is addressed and enacted at an enterprise level. Leaders understand their accountability and responsibility with respect to security for an enterprise, for their stakeholders, and for the communities they serve.

- Security is an expected topic of discussion among decision makers when business issues arise and is given the same level of respect as other fundamental drivers and influencing elements of the business.

- With respect to oversight, planning, and performance, security is treated in the same fashion as any other business requirement. Security is considered a cost of doing business, not a discretionary or negotiable budget-line item that needs to be regularly defended.

- Security appears regularly as a topic on executive management and boards of directors' meeting agendas, both separately and as it affects and relates to other topics.

- Security is addressed during normal strategic and operational planning cycles. Security has achievable, measurable objectives that directly align with enterprise objectives.

- Communication, discussion, and debate on security topics are encouraged. Such exchanges are conducted in visible, open, participative forums, both formal and informal, as appropriate.

- Security leaders are well respected in the enterprise culture, are perceived as valued contributors whose opinions and expertise are sought, navigate freely across the organization, regularly collaborate with peers and have a seat at the table for major business initiatives.

When security system of any enterprise is organized according to above mentioned rules, it will have a positive economic effect on enterprise activity.